Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)

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IMPLEMENTATION PLAN FOR MINISTRY OF POST AND
COMMUNICATIONS STRATEGY

RECRUITMENT

Final Report

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1.   **Introduction**

HM Government of the Hashemite Kingdom of Jordan wants to improve the national economy and create jobs by attracting investment into the information and communication technology (ICT) sector, promoting the use of ICT nationally and by establishing Jordan as a regional ICT center and hub. Additionally, to facilitate national economic development, HM government wants to streamline the operation of the national administration by introducing more effective and transparent principles and practices into its operations.

1.1   Vision for ICT in Jordan

A vision for the ICT sector in Jordan was prepared following a workshop, which was held at a Dead Sea resort during September 2000.

> *"An Information and Communications Technology Sector in Jordan in which the free market is given the widest possible scope to contribute to the economic development of the country. It is the policy of the Government of Jordan to play its role by creating the legal, institutional, and commercial environment in which this market is nurtured, grown and sustained."*

The central pillar of the government's program is the creation and effective operation of the Ministry of Information and Communication Technology (MoICT) and recommendations have been made to re-engineer the existing Ministry of Posts and Communication to take on new responsibilities in relation to this role.

1.2   MoICT Mission

In pursuit of the vision, a draft mission for the Ministry has been prepared. The mission of the Ministry is to:

-       Articulate the policy of the Government of Jordan (GoJ) with respect to post, telecommunications, and information technology (IT).
-       Lead and sustain Jordan's drive to become a regional info-com center and digital hub.
-       Set sound policy, provide government support and work with the private sector to develop information and communications technology (ICT) within Jordan.
-       Act as a catalyst to nurture a healthy and competitive market environment that stimulates private investments in the information and telecommunications sectors.
-       Be a champion of the Jordanian IT/Telecom industry in the country, the region, and the world; represent Jordan's interests related to posts, telecommunications and IT at international organizations and events.
-       Plan, execute and coordinate Jordan's eGovernment strategy in collaboration with other government agencies and serve as an example of effective exploitation of eGovernment.

-        Serve as a model for "good governance" through adoption of private sector methods and as a "center of excellence" for ICT.

1.3   Implementation Plan

An "Implementation Plan" for re-engineering the Ministry was prepared by a previous consultancy. The Ministry is currently implementing the recommendations contained in the Plan.

2.   **Objective of the Consultancy**

In keeping with the challenge described above, the consultancy herein has the following objective: Assist the Minister of Post and Communications (now Minister of Information and Communication Technology) in staffing the new ministry. This will consist of an ongoing program to recruit suitable staff, to train them in current management practices, and to create a management development program in which each employee is challenged and rewarded in accordance with his/her contribution. The immediate objective of this phase will be to assist with the selection of a local recruitment agency and participate actively in the recruitment process, from preparation of advertisements to induction of new appointees into the Ministry. In addition, the consultant will prepare an outline Management Development Program, including a training prospectus and preparation of training materials.

3.   **Approach, Methodology and Observations**

The main emphasis during this project period has been on recruitment of managers and professionals for the Ministry. In particular, attention has been given to recruiting Project Managers to be responsible for fast-track eGovernment projects.

Additionally, recommendations were to be made in relation to continued HRD assistance to MoICT under the AMIR 2.0 program as well as outline recommendations in relation to providing assistance to other Government of Jordan Ministries under the AMIR 2.0 program. Other tasks were performed in response to urgent need and requests from Ministry senior management.

A "Top Team" workshop was proposed to review and refine Role and Responsibilities within MoICT but for operational reasons, it was found necessary to postpone the workshop.

The approach and methodology which were employed are detailed below:

3.1   MoICT Organization

The existing organization structure of the Ministry was prepared over a year ago but has been modified slightly since. Now that MoICT is becoming more fully operational, it

was decided that this would be a good time to review the organization and make-up of the Ministry in light of the experience over the past year. A "Top Team" workshop was proposed to have been held during February to review the roles and responsibilities of the Ministry's respective departments, however, in the event, work commitments and the timing of the annual "Eid' holiday meant that it was not possible to arrange for all of the Ministry's Top Team to be available for a two-day period which had been proposed. It has been suggested that the workshop be rescheduled for a single day at a weekend and this will be held during the next project period. The workshop will focus on two issues:

- A review of the past year and a discussion of our experiences and lessons learned.
- Proposals for the next year and suggestions in relation to any changes which may be needed to the organization to deliver against the MoICT Strategic Plan.

3.2   By-Laws and Standard Operating Procedures (SOP's)

Recommendations had been made in relation to preparation of standard operating procedures (SOPs) for the Ministry to ensure efficient and effective operations of all departments. It was suggested that a consultancy organization would be asked to recommend new by-laws and prepare and document new SOPs for all routine operations at the Ministry. A draft request for proposals (RFP) for this work has been prepared and appears at Annex 6.

3.3   Recruitment

The most critical of all HRD challenges which MoICT faces at present is to recruit qualified, well-motivated managers and professionals for the Ministry.. It is the policy of the Ministry of Information and Communication Technology not to compromise on quality in this area.

3.3.1   Promotion of Employment Opportunities at the Ministry

It has been the consultant's experience that the traditional image of the Jordanian public service has made it difficult for the Ministry to attract the best quality people. For this reason, MoICT has advertised positions as effectively as we can in the leading daily newspaper. Moreover, the consultant has, by distributing copies of the advertisements to leading organizations in the kingdom, called on the support of leading ICT sector players in Jordan to assist us in finding suitable candidates.

To target the widest possible audience for information on employment prospects at the Ministry, a further initiative was taken and a presentation by the Minister was arranged to appear on Jordan TV to mark the milestone represented by the passing of the Telecommunications Law and the subsequent formal change of name and role of the Ministry.

The presentation, which lasted for some four minutes appeared on the evening news program and followed the development of the Ministry from an idea of HM King Abdullah to the ultimate realization of the vision. A copy of the presentation on VHS

videotape will be sent to the AMIR office (Annex 8). As a result of the additional promotional material, response to recent advertisements has been encouraging with the numbers of applications received having increased by approximately 100%..

The current status of recruitment against approved positions is show in a recruitment schedule at Annex 7.

3.3.2   The Recruitment Process

A structured approach to the recruitment process was employed:

- Recruitment priorities were agreed with MoICT senior managers
- Advertisements for positions were prepared in collaboration with the recruitment agency and published in the principal local daily newspaper..
- Applications for employment were received by the recruitment agency.
- Filtering of applications was
- Personnel profiling was carried out by the agency and reports prepared.
- CV's and personnel profiles for short-listed candidates were received from the recruitment agency and discussed with MoICT senior managers.
- Candidates were subsequently interviewed by the recruitment committee under the guidance and supervision of the consultant.. Both personnel and operational assessment were carried out.
- The committee made an assessment in relation to the potential of each candidate for employment.
- Before any final recommendation is made to the line manager, the candidate's credentials were checked. The consultant has personally followed up in relation to personal qualifications claimed to ensure that candidates were indeed qualified for positions sought.
- Both personal and professional references were taken by MoICT senior managers and the consultant on behalf of the Ministry.
- The final decision on whether and whom to employ was taken by the respective line manager.

3.3.3   Priorities

Currently, the Ministry's highest recruitment priority is for Project Managers to work on the fast-track eGovernment projects and additional emphasis including the publication of two advertisements in the Jordan press (Annexes 1 and 2) has been given to recruitment of these positions.   Further urgent requirements including those to establish the Policy and Strategy department, will be advertised on 10th March and the text for the draft advertisement has been prepared (Annex3).

3.3.4   Worrying Indications

It has been rather disconcerting to note that CV's of some candidates contained misleading information particularly in relation to academic qualifications and

membership of professional institutions. Sadly, in light of these cases, it is now MoICT policy to check on qualifications claimed by individuals.

3.3.5   Participation by Members of the Civil Service Bureau

The consultant would like again to record our appreciation for the active participation, excellent cooperation and valuable contribution of the members of the Civil Service Bureau. A letter of appreciation was sent from the Minister of Information and Communication Technology to the President of the Civil Service Bureau (CSB) to acknowledge our appreciation for the assistance provided by CSB committee members in the recruitment process.

3.3.6   Interviewing Skills

Managers at the Ministry who may be involved as members of the recruitment committee have been encouraged to participate in a course on Recruitment and Interviewing Skills held locally at the British Council. The Ministry's ICT Education Advisor attended for this course and will be asked to cooperate with the consultant in adapting the course for delivery by the Ministry's training unit for its own people. Training provided under the training program will be augmented by coaching from the consultant.

3.3.7   HRD Skills in Jordan

It was interesting to note that the key players at the recruitment agency had not received formal training on interviewing skills and a recommendation was made that they should also attend the course on Recruitment and Interviewing Skills. Moreover, in our search for a recruitment agency and for HRD personnel for the Ministry, it has become apparent that HRD skills are largely unavailable in the kingdom since, as far as the consultant has been able to establish, no university in Jordan offers this type of education. It is proposed that a note be sent from MoICT to the Ministry for Higher Education to highlight this issue and this letter has been drafted for the signature of the Minister.

3.3.8   Recommendations on Recruitment

As the new Ministry becomes fully established, so there will be a need for consolidation and integration as well as sustainability. Priorities for the coming period will therefore be given to recruitment of qualified, well-motivated Directors to lead the Ministry's two operational departments. Additionally, in order to sustain the activity in the field of human resource development, we will need to recruit a Head of HRD in the very short-term and a new advertisement has been prepared to include this position .

It is recommended that all those involved in the interviewing process receive formal training in Interviewing Skills as soon as possible. A highly regarded course on this subject can be obtained from the British Council in Amman. It is also recommended that this course be adapted to include the Ministry's recruitment procedures and be offered by the Ministry's own training unit and the HRD consultant (see 3.3.6).

3.4   Appointment

Once a decision had been made to appoint an individual, the appointment procedure was initiated:

- Final approval of the successful candidate was sought from the Prime Minister's office as soon as selection was made.
- Once final approval had been received, the appointment was confirmed and a start date agreed.

To date, the following appointments have been made to the Ministry:
- Director of Administration and Support
- E-Government Project Manager (2 positions)
- MS Support Help Desk Manager
- Head of IT Support
- ICT Education Policy Adviser
- Business Development Manager (IT)

The following appointments are currently "in the pipeline" and it is hoped that agreements may be concluded shortly.
- Minister's Personal Representative
- Head of Business Development
- eGovernment Project Managers.

The overall status of recruitment at the Ministry is shown in a table at Annex

3.5   Induction

An outline induction process has been initiated This will provides appointees with information about the organization and his/her specific role in it. To assist in this process, an induction pack is being prepared. In addition to information on the organization, inductees will be issued with an appointment sheet, listing those Ministry personnel whom the new employee should meet, to help the new employee to become acquainted with his/her new job, organization and its people.

3.6   "Junior Professional" Program

This scheme is designed to appeal to potential "high flyers' having little experience. The program will give them:

- Experience of live work.
- Mentoring, support, guidance and encouragement.
- A nominal salary (eg JD300-400 pcm).

- Assistance in finding gainful permanent employment at the conclusion of their "internship" in the event that the Ministry does not offer them a position within the Ministry.

In exchange for:

- First refusal in relation to employment.
- High quality work performance on Ministry projects.
- Input to the Ministry's vision and its achievement.

The scheme is currently being piloted with a single participant. Although, since the pilot of the scheme has only been operating for a little over a month, it is too early to make a firm assessment of the scheme, initial indications are positive. The program is coordinated and mentored by the Ministry's Adviser on ICT Education and the consultant maintained an overview of the initiative and liaised with both the Adviser and the "Junior Professional".

3.7   Jordan's Postal Company

Those MoPC personnel who will not be joining the new Ministry but who will be remaining with the Posts, have been transferred out of the Ministry building to a new Postal headquarters. The process of corporatization of the posts has been started and a draft advertisement has been prepared for the position of Director General (Annex 4). It is understood that the recruitment of this position will be assisted by the Ministry's recruitment agency under the existing contract.

3.8   Recommendations for HRD Assistance for MoICT under AMIR 2.0

Re-engineering of the Ministry of Post and Communications has now entered a new phase since the Telecommunications Law has now been approved and gazetted. As a result, the new Ministry of Information and Communication Technology (MoICT) will become a reality within less than one month of the date of this report. This in itself is a substantial achievement but a great deal more will need to be accomplished before optimum operation is achieved.

Major HRD issues to be faced at this stage include further recruitment of key managers and professionals as well as integration and consolidation of the Ministry into a holistic organization. Moreover, in order to secure sustainability of the Ministry on the eventual conclusion of the present AMIR project assistance, consideration will need to be given to a number of key development areas.

- The principal focus remains on recruitment of key managers and professionals to enable the Ministry to meet its obligations (see Mission at 1.2). The most pressing current requirement is for Project Managers for fast-track eGovernment projects.

- Institutionalization of the departments in the Ministry with clear roles and responsibilities for all managers and professionals.
- Recruitment of Counterparts to the AMIR Advisers particularly for the positions of Director of Policy and Strategy, Director of ICT Promotion and Director of e-Government. Not only would this secure sustainability but will provide "home base" cover for when the Advisers have to travel.
- "Grooming" of the Counterparts to prepare them to eventually take full responsibility for the role.
- Introduction of a performance measuring process across the Ministry with monthly reporting and reviews.
- Adoption of the proposed appraisal and personal development planning scheme across the Ministry.
- Integration and consolidation of the Ministry.
- Documentation of the Ministry's organization, the respective roles and responsibilities, applicable laws, by-laws, rules and regulations and standard operating procedures.

In the short-term, the focus will be principally on recruitment of managers and professionals for the Ministry. Specific short-term tasks which need to be addressed are shown under Next Steps (at 4.1)

3.9 HRD Assistance for the Ministry of Industry and Trade (MIT)

A Strategic Plan has been prepared for the MIT and it is clear that future HRD activity must fit with and be incorporated into this Strategic Plan. The Ministry wishes change to take place smoothly and desires to develop a culture of continuous improvement and measured performance against targets with a "cascading" management style. A report on overall assistance under the AMIR 2.0 project to MIT is currently being prepared by another consultancy and HRD inputs will to a degree, depend on the recommendations contained in that report.

3.9.1 HRD Areas Identified by MIT

It is clear, however, that MIT has identified a number of HRD areas on which it wishes to focus. These include the following:

- "Rightsizing"
- Job satisfaction
- Creativeness
- Ownership
- More effective management systems
- Improvement of service
- Delegation
- Accountability
- Commitment

- Performance measurement

These views will be taken into consideration when making specific recommendations. Moreover, existing initiatives will be considered and where appropriate, incorporated into any HRD program.

3.9.2   Existing HRD Initiatives at MIT

These include:

- MIT Training Unit. The Ministry has a training unit, which provides training in Computing and English language and at present, takes advantage of external training "if donated".
- MIT Recruitment. Recruitment is carried out employing a process of examination and interview. Candidates sit examinations prepared by MIT staff and those scoring highest in the exams attend for interviews.   It is interesting to note that, in most cases, the highest scoring candidate in the examinations has proved to be successful overall.
- MIT Management Development. The Ministry also has a "Directorate of Management Development" which has, in the past, received assistance from JUSBP involving preparation of job descriptions for Directors and some other employees. Assistance in Training Needs Assessment was sought.

3.9.3   Non-HRD Initiatives at MIT

The Ministry is undertaking other initiatives which may have an impact on HRD initiatives including the following:

- Remodeling of its Premises. The Ministry faces a major "remodeling" of its premises and it is expected that this will begin during 2002.
- E-Government. Interestingly, the Ministry is participating in e-Government initiatives to allow faster creation of companies and to improve services to the customer in other areas and is seeking further to progress further with eGovernment.

3.9.4   Recommendations in Relation to HRD at MIT

It is recommended that a formal review of HRD activities at the Ministry be carried out in collaboration with senior management at the Ministry and in concert with any other interventions proposed under the AMIR 2.0 program. It is further recommended that consideration be given to lessons learned in other projects (including MoICT) and objectives documented and prioritized.   It is likely that the review will include:

- Review of the Ministry's Strategic Plan to ensure that HRD initiatives are both compatible with and supportive of the Plan.

- Review of recommendations contained in the "general" study of possible assistance for MIT under AMIR 2.0.
- Review of establishment and organization of the Ministry including roles and responsibilities of each department and unit.
- Drafting of a new establishment to be applied once the Supplies department is devolved.
- Review of job specifications and preparation of job descriptions for the new organization.
- Review of recruitment and selection procedures.
- Review of HRD policy and procedures.
- Review of management development initiatives and consolidation of a management development program.
- Recommendations in relation to HRD to support the Ministry's Strategic Plan and prioritization of any initiatives proposed.

3.10   HRD Assistance to other Ministries across HM Government of Jordan

Before making firm recommendations , it will be necessary to review HRD procedures and initiatives together with any strategic studies which may have been carried out at participating ministries.

- There would of course, be significant benefits if HRD procedures and practices could be standardized and applied consistently across the government. Nevertheless, to be useful, any intervention will need to be not only appropriate and applicable but both workable and sustainable.

3.10.1 Approach

The overall development of the administration may be carried out in one of two ways:
- Individually, such that single ministries may be addressed sequentially thus allowing for consolidation within a single ministry before proceeding to the next.
- Jointly, such that the whole of the administration may be subject to review, assessment and subsequent development interventions as a whole and simultaneously.

Naturally, there would be significant advantages if the whole administration could be addressed by a single initiative, however, there are issues which mitigate against this:

- MoICT is special case which involves wholesale re-engineering of the Ministry. This requires specific interventions which would not be applicable for other ministries.
- MIT is also a special case since the Ministry is to be broken up and part devolved to the private sector. A specific program, although not as comprehensive as for MoICT, would be appropriate for this Ministry.
- In addition, there would appear to be significant advantages in providing a common approach to HRD and institutional development within HM

Government to provide all ministries with standardized HRD and management policies, procedures and practices.

3.10.2 Collaboration

In order to achieve a common approach to HRD and institution development (ID) across the government, it will be important to ensure that all participants, both donors and recipients, are encouraged to collaborate in an overall project of reform. There will also be a need to allocate sufficient resources to provide coordinated and continued development for all government ministries. If sufficient resources are not allocated, then it is possible that a situation may develop in which some institutions may fail to benefit as much as others.

Initially, at least, there is a pressing need to institutionalize the Ministry of Information and Communication Technology, particularly in the areas of organizational structure, recruitment of management and professionals and development and implementation of effective management systems.

3.10.3 Recommendations

- It is recommended that an overview of development status and of any past, existing or planned HRD initiatives (including those by the Ministry of Administrative Reform) be prepared for each Ministry and a program initiated to, as far as is practicable, coordinate development activities across the government. It is hoped that this will lead to common HRD policies, principles and practices being put in place.   Moreover, it is recommended that a common approach to performance management be agreed and implemented across all government ministries in Jordan.

- Above all, it is recommended that, whatever systems, policies, procedures, practices and approaches may be agreed and/or implemented, these should be both applicable to the local conditions and workable. It should be stressed that reports alone will not provide effective sustainable development. Only workable solutions which are developed and applied methodically with the support, involvement and commitment of those who will apply them and constantly monitored can provide the basis for sustainable improvement.

- It is further recommended that a national forum be established in collaboration with the Ministry of Administrative Reform to oversee the creation, adoption and implementation of a national program for HRD and ID across the nations' administration.

3.11 Ongoing and Other Tasks:

In addition to the tasks specified in the scope of work, the consultant participated as an integral member of MoPC staff, focusing on collaborative participation and transfer of

skills and know-how to the Jordanian members of staff and in strategic planning for the Ministry. Additionally, the consultant carried out the following tasks:

3.11.1 Institutionalizing TRC

Discussions were held with the consultant engaged on a project to institutionalize TRC. Assistance was also given in the preparation of a list of duties for TRC Commissioners and a first outline of a "Person Specification" for the position (Annex 5).

3.11.2 Management Development

Discussions were held with the National Institute for training (NIT, formerly the Jordan Institute for Public Administration – JIPA) regarding the possible adoption of the fundamental Management Skills and Techniques (FMST) program for delivery at that institution.

3.11.3 Jordan's Postal Company

Assistance was given with the institutionalization of Jordan's Posts which has now been devolved from the Ministry, including drafting of a job description for the position of its Director General and an advertisement to recruit this position (Annex 4).

4.   Next Steps

Assistance to the Government of Jordan in respect of human resource development is a valuable resource and it is proposed that assistance be continued in line with the project proposals contained under AMIR 2.0 line 430.1.   A program of a series of 7 further project elements is proposed for 2002/3 in accordance with the following schedule:

Element	Dates	LOE
1. (completed)	1 February – 3 March 2002	27 (25 field+2 travel)
1.	17 March – 28 April 2002	37 (35 field+2 travel)
3.	5 May – 23 June 2002	43 (41 field+2 travel)
4.	14 July – 18 August 2002	31 (29 field+2 travel)
5.	25 Aug – 22 Sept 2002	25 (23 field+2 travel)
6.	6 Oct – 10 Nov 2002	31 (29 field+2 travel)
7.	17 Nov – 22 Dec 2002	31 (29 field+2 travel)
8.	5 Jan - 24 Jan 2003	17 (15 field+2 travel)
Total LOE		**242**

The proposed detailed scope of work for the project element dated 17 march – 28 April is shown below under 4.1.

An outline Scope of Work is outlined at Annex 10 and a specific, detailed individual scope of work will be prepared in advance of each project element.

4.1   HRD Assistance for MoICT

In view of the need to urgently attain a critical mass of qualified and well-motivated managers and professionals at MoICT, it is recommended that HRD interventions at this Ministry be given precedence at this stage. The program of HRD assistance for MoICT under the AMIR 2.0 program in respect of recruiting senior managers, managers and professionals for the Ministry should be continued as before with the following scope of work.

- Liaising with MoICT senior managers and HR personnel, Civil Service Bureau professionals, the recruitment agency and others on all issues relating to recruitment of MoICT managers and professionals.
- Overseeing the MoICT recruitment process and providing guidance for other members of the MoICT recruitment committee.
- Preparing text for advertisements in collaboration with recruitment agency.
- Promotion of opportunities through other direct means including mailshots and personal reference.
- Overseeing filtering of applications by the recruitment agency.
- Receiving CV's and personnel type profiles of short-listed candidates in preparation for interviews for positions advertised from the recruitment agency. Reviewing the CV's and profiles with MoICT senior managers in preparation for interviews.
- Carrying out personnel assessment of candidates for suitability for appointment to positions within the Ministry.
- Coordinating completion of assessment summaries in relation to individual candidates interviewed.
- Taking references in respect of successful candidates.
- Overseeing appointment and induction of successful candidates.
- Facilitating a Top team workshop to review roles and responsibilities and to create a revised organization for the Ministry.
- Working with the ICT Education Adviser to adapt the Interviewing Skills course for presenting locally.
- Carrying out other duties as allocated by the Component Leader.

Additional assistance in institutionalization of MoICT will be given in the following areas:

- Work with senior managers of MoICT to optimize the organization of their respective departments and to prepare job descriptions and person specifications for new positions in the departments.
- Review the recruitment process in line with the recommended new organization.

- Investigate the feasibility of the consultant working with departmental managers, professionals and staff to agree and document standard operating procedures (SOPs) for the Ministry.

4.2   HRD Assistance to MIT

In respect of HRD assistance under the AMIR 2.0 project, it will be important to accumulate as much information as possible before making firm recommendations. For this reason, the following sequence is proposed:

- Review the AMIR report on the "general" study on proposed AMIR 2.0 assistance to MIT.
- Review the MIT Strategic Plan together with the organization of the Ministry and respective roles and responsibilities..
- Review previous HRD initiatives at the Ministry and proposals for future initiatives.
- Consult with all relevant parties at the Ministry.
- Study the existing HRD procedures and practices.
- Review in collaboration with MIT senior management and HRD professionals.
- Prepare proposals for new HRD initiatives together with an implementation plan.
- Present the implementation plan to Minister if Industry and Trade for discussion, refinement and approval.
- Implement the plan in collaboration with senior management and HRD professionals at the Ministry.

4.3   HRD Assistance to other GOJ Ministries

Similarly, in respect of assistance under the AMIR 2.0 project to other GOJ ministries, it will be important to review the present situation in relation to the government's objectives. An outline initial investigation is recommended to gauge support for such assistance before major commitments are made.

- Discuss proposed assistance with the Minister of Administrative Reform and ways in which each party can assist the other.
- Review initiatives currently being implemented and proposed by the Ministry of Administrative Reform with both implementers and recipients.
- At each participating Ministry, review organization and roles and responsibilities together with any Strategic Plan and other HRD initiatives implemented or proposed.
- Review HRD practices and procedures and gain an insight on their effectiveness.
- Obtain an overview of other initiatives particularly those which may have an impact on HRD issues.
- Consult with senior managers at the respective ministries and HRD professionals to agree on outline proposals and ways of working together.

- Investigate the feasibility of establishing a forum, in collaboration with the Ministry of Administrative reform, at which representatives of all government institutions which wish to participate in a HRD initiative will be represented.
- Make more detailed recommendations in relation to initiating HRD interventions across GOJ institutions.

Annex 1

YOU COULD PLAY A LEADING ROLE IN BUILDING JORDAN'S INFORMATION SOCIETY!

Unique Career Opportunities for the
MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY

Jordan has identified the development of information and communication technology (ICT) as a critical building block in the creation of a dynamic national economy. A new government Ministry is currently being created with responsibility to stimulate private sector investment in the ICT sector by setting sound policy for the development of the ICT sector and leading the country's drive to become a regional ICT hub.

Employment within the new Ministry will be unlike working in any other public sector organisation within Jordan. You will be limited only by your own capability and the rewards you receive will reflect your achievements against challenging targets.

POSITIONS WE WISH TO FILL IMMEDIATELY ARE:

Director of Policy and Strategy

Reporting to the Secretary General, you will work with ICT stakeholders in Jordan to lead and coordinate national ICT policy and strategy. This is a very senior position requiring leadership, lateral thinking, vision, first-class management skills and a practical approach. (Masters degree preferred).

Head of Business Development

Reporting to the Director of ICT Promotion and heading a small team, you will work to promote and develop ICT in Jordan and to attract international investment to the country. You will serve as the access point for local and international investors into IT, telecommunications and posts. You must be creative, pro-active and service-oriented with account management skills. Additionally, you must be able to motivate and manage others.

(Masters degree is preferred)

Senior e-Government Project Manager

Reporting to Head of eGovernment, you will be responsible for managing eGovernment projects and all related resources. You need to have project management experience in an ICT environment and to be decisive and able to work under pressure.

Head of Marketing

Reporting to the Director of ICT Promotion, you will oversee marketing plans, market research and manage a pro-active marketing program to promote and support the Government of Jordan's efforts to launch and implement investment strategies. You should be a creative person with a degree in Marketing or Business Administration and have accumulated 3-5 years experience in marketing.

Head of Public Relations

Reporting to the Director of ICT Promotion, you will be entrusted with communicating with stakeholders both internally and externally, including team members at the Ministry as well as the Press. Your primary responsibility is to communicate the policies and position of the Ministry of ICT in a clear and articulate manner. You need to have an eye for details, strong interpersonal skills and be capable of working under pressure.
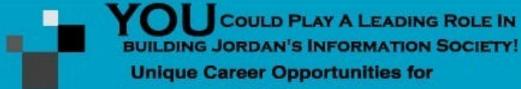
Admin Assistants, ICT Promotion and eGovernment (2 posts)

Reporting to the respective Director, you will be responsible for administrative and secretarial duties plus a degree of project management support and follow-up. You must be able to act on initiative, be diplomatic, flexible and discrete at all times.

For all positions, you will need a minimum of a good first degree in an appropriate discipline. You will also need experience in a similar role in the private sector, have first-class interpersonal skills and be fluent in both Arabic and English.

If you want to shape a brighter future and have what it takes to play a key role in building Jordan's information economy, send your CV with covering letter, stating which position you are applying for, by E-mail to: moict@thechoiceint.com or by post to: P.O. Box 921545, Amman 11192, Jordan.

For additional positions in the new Ministry please visit: http://www.thechoiceint.com/moict.htm

Annex 2

YOU COULD PLAY A LEADING ROLE IN BUILDING JORDAN'S INFORMATION SOCIETY!

Unique Career Opportunities for

in the new

MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY

Jordan has identified the development of information and communication technology (ICT) as a critical building block in the creation of a dynamic national economy. A major component of this ICT strategy is the development of the **Jordan e-Government Initiative**. This national initiative is aimed at transforming the government relationships, through streamlining government procedures and deploying technology, to optimise government service delivery. Coordinating the development and implementation of this national programme is the responsibility of the **e-Government Coordination Unit** at the new Ministry of Information and Communication Technology (MoICT).

Employment within the new Ministry will be unlike working in any other public sector organization within Jordan. You will be limited only by your own capability and the rewards you receive will reflect your achievements against challenging targets.

To manage high-profile e-Government projects, the Ministry wishes to recruit:

Senior e-Government Project Managers (6 Positions)

Reporting directly to the Head of e-Government, you will:

- Work with government departments to ensure that e-services proposed are appropriate, workable, compatible and comply with national and international standards.
- Carry out risk assessment and agree a realistic implementation plan for proposed services and ensure that all required resources are available.
- Be responsible for day-to-day management of implementation of the project plan.
- Work with suppliers, contractors and other third parties to ensure delivery of the project within specification, on time and within budget.
- Monitor and review monthly to track expenditures and progress against targets.
- Take corrective action where necessary to ensure the project remains on track.
- Take responsibility for resolution of issues affecting implementation.

These highly visible positions require strong leadership, organisational and co-ordination skills. Additionally, good presentation, budgeting, facilitation and motivating skills will be required as well as the ability to assimilate and articulate complex technical issues

e-Government Programme Officer/Administrative Assistant

Reporting to the Head of e-Government, you will be responsible for project management support and follow-up as well as administration and some secretarial work. You must be able to act on initiative and to tight timescales and be flexible, diplomatic and discrete.

To be considered for these positions, you will need a minimum of a good Bachelor degree in an appropriate discipline (An appropriate Masters degree will be a distinct advantage for the project Manager positions). You will also need experience in a similar role in the ICT private sector, be a strong team player, have first class interpersonal skills and be fluent in Arabic and English if you are to participate in this exciting initiative.

If you want to shape a brighter future and have what it takes to play a key role in building Jordan's information economy, send your comprehensive CV with covering letter, stating which position you are applying for and, your salary expectations, by E-mail to: moict@thechoiceint.com or by post to: P.O. Box 921545, Amman 11192, Jordan.

Annex 3

Head of Human Resource Development

Reporting to the Director of Administration and Support, you will lead and coordinate the recruitment, induction, training and development of the people we need to carry through our challenging objectives. This is a very demanding but highly satisfying role for the right person but you must have first class skills in HRD methodology. To help us build a meritocracy at the Ministry, you will also need the ability to establish and maintain a structured and disciplined approach throughout the HRD process Experience in a high-technology field would be an advantage as would achievements in management development.

Head of IT Policy: Reporting to the Director of Policy and Strategy, you will be responsible for advising on general matters of IT policy in the country, including development of the IT industry and the competitive environment. You will advise and make recommendations for locating the Jordanian IT industry regionally and globally. You should have a sound knowledge of trends in IT, familiarity with the technologies involved (both hardware and software) and vision.

Head of Postal Policy: Reporting to the Director of Policy and Strategy, you will be responsible for policy in the new world of postal de-regulation. You should have a sound knowledge of the traditional letter service, as well as of the areas where postal companies are increasingly involved, including courier service, electronic information kiosks, and e-commerce. Additionally, you will need vision and creativity.

Head of Telecom Policy: Reporting to the Director of Policy and Strategy, you will be responsible for advice on telecommunication policy matters, including developments in the fixed-line, mobile, and wireless markets. You should also be familiar with all aspects of the telecommunication business and the role of the Regulator in a developing telecommunication environment. Additionally, you will possess clear vision and be able to take a long-term view.

Head of Strategic Planning: Reporting to the Director of Policy and Strategy you will work with other section heads to prepare a biennial strategic plan for the ICT Sector, You will monitor developments in the ICT sector, collect and collate data on development initiatives and opportunities, perform analysis and project trends. You should have a sound background in economics, an understanding of business modeling and the ability to create a meaningful plan which can be constantly monitored and progress measured. You will also need vision and be methodical and precise.

For all of these positions, you must have a good first degree in an appropriate discipline (a masters degree would be an advantage). You will also need experience in a similar role in the private sector, have first-class communication skills (both verbal and written) be competent in MS Office components and be fluent in Arabic and English.

Annex 4

Annex 5

Duties of Commissioners

Five full-time Commissioners will be appointed by PM's office upon the recommendation of the Minister and Director-general of TRC and will:
:

- Each supervise one or more of the departments of the Executive Body of the Commission

And as a Board:

- Study the plans and proposals concerning the implementation of the general ICT policy. Prepare programs, issue instructions, and make decisions in this regard.
- Grant renew, modify and cancel licenses for the following:
  o To build, operate, and manage public telecommunications networks and/or to offer telecommunications services to users (not including
  o To use allocated and assigned radio frequencies.
- Pass resolutions related to competition, the provision of services and the allocation and assignment of radio frequency spectrum.
- Determine and ensure use of bases for rates or tariffs for telecommunications services.
- Set prices and rates of telecommunications services offered to users in the case of monopoly or dominant licensee.
- Follow up the imposition of penalties on those violating license conditions.
- Prepare recommendations concerning the appropriation of land for the use of licensees.
- Consider complaints submitted to the Board by the public against licensees.
- Appoint the consultative committees necessary to help the Commission in the discharge of its duties.
- Authorize the technical specifications and standards for connecting telecommunications equipment, either wireline or wireless, to public telecommunications networks.
- Approve a national numbering plan for public telecommunications services.
- Propose regulations to implement the ICT universal access policy.
- Approve the returns which the Commission receives for any services it may render.
- Approve the Commission's yearly budget.

- Approve the Commission's annual report, operating statement and balance sheet.
- Prepare the organization chart and job descriptions of the Executive Board of the Commission, as well as their salary grades and levels.

Reports to:
Direct Subordinates: None
Contacts and Relationships

Person Specification

Qualifications

- Although commissioners will not individually be required to have detailed knowledge of ICT, as a team, there must be substantial qualifications, knowledge and experience in information and communication technology.
- Overall, commissioners should be well educated and, it is suggested, represent a cross-section of ICT users in Jordan.
- As a team, commissioners should be able to call on qualifications, knowledge and experience of the following disciplines:
  - Legal
  - Information Technology
  - Financial
  - Economics
  - Defense (Signals)?
  - Marketing?
  - Management?
  - Posts?

Experience

Skills Required

Personal Qualities

Commissioners should be:

- Generalists
- Serious
- Honest
- Clear-thinking
- Fair-minded
- Having in mind the interests of the country

ANNEX 6

MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY

REQUEST FOR PROPOSAL BY INTERESTED PARTIES TO PROVIDE CONSULTANCY SERVICES IN RELATION TO WRITING **STANDARD OPERATING PROCEDURES** FOR ROUTINE MINISTRY OPERATIONS

MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY
P.O.BOX 9903 AMMAN 11191 JORDAN

DATE:

PROPOSALS TO BE RECEIVED BY: DATE

Table of Contents

D.   ANNEXES
    a. Letter of Intent
    b. Glossary of Terms

<u>Section A: INTRODUCTION</u>

a.   **RFP Purpose**

The Ministry of Information and Communication Technology is soliciting proposals from qualified bidders to prepare Standard Operating Procedures for routine operations at the Ministry and to review by-laws affecting the Ministry.

Responses to this request for proposal must conform to the procedures, format and content requirements outlined in this document. Deviation may be grounds for disqualification.

b.   **RFP Organization**

This RFP provides the information to enable bidders to submit written proposals for the sought solution. The organization of the RFP is as follows:

Section A: <u>Introduction</u>
   This section outlines the RFP purpose and the related program and project.

Section B: <u>Administrative Procedures and Requirements</u>
This section describes the administrative rules and procedures that guide the proposal and its processes.

Section C: <u>Project Requirements and Scope</u>
   This section defines the requirements, scope of work, and deliverables for the project presented in this RFP

Section D: <u>Annexes</u>
   This section includes all annexes to the RFP

c.   **Project Definition**

<u>Section B: ADMINISTRATIVE PROCEDURES AND REQUIREMENTS</u>

a.   Response Procedure

Initial immediate expression of interest is requested of all potential bidders. The expression of interest should include the contact information and e-mail address of the bidders' primary contact. Annex a provides a template for a Letter of Intent to respond to the RFP.

All inquiries with respect to this RFP are to be addressed to the Project Administrator at the Ministry of Information and Communications Technology by e-mail with the subject Tender for SOP at xxxx@mopc.gov.jo.

The project administrator will accept technical and procedural inquiries for up to X days following the RFP's publication date. No questions will be addressed after this date. Answers will be responded to in writing. Questions and answers will be shared with all bidders' primary contacts.

b.   Response Format

Bidders' written response to the RFP must include:

        Part I:

            Corporate Capability Statement

        Corporate capability statement should include a summary of the organization's capabilities, including previous experience in this type of work.   Bidders are encouraged to enclose existing marketing materials if appropriate. Reference to appropriate work samples is mandatory. Bidders must have extensive experience in preparation of SOPs. Proposal reviewers will look for demonstrated experience in similar projects of the same scope and size.

            Technical Proposal

        The technical proposal should include the approach to achieving the scope of work defined in this RFP. …

        Part II: <u>Financial Proposal</u>

        The financial proposal should include a cost summary and detailed cost analysis section. All prices should be quoted in Jordanian Dinars inclusive of all government taxes.

c.   Response Submission

Bidders must submit proposals to the Ministry of Post of Communications in sealed envelopes no later than X hour on the closing date of X date. Late submissions will not be considered. Proposals may be withdrawn or modified and resubmitted in writing any time before the closing date for submission.

Proposals may be either mailed or hand-delivered. The two parts of the proposal should be wrapped and sealed separately and clearly marked, respectively, as follows:

- **"MoICT SOPs – Technical and Corporate Capability Proposal"**

  This part should not contain any reference to cost or price. Inclusion of any cost or price information in the technical proposal will result in the bidder's proposal being disqualified as unresponsive.

- **MoICT SOPs – Financial Proposal"**

MoPC will not be responsible for premature opening of proposals not clearly labeled.

Written proposals must be submitted to:

Procurement Department
Ministry of Post and Communications
8th circle
P.O.Box 9903
Amman 11191 Jordan

d.   Response Evaluation

All responses to the RFP will be evaluated technically and financially [for cost effectiveness] and the winning proposal will be selected on the basis of "best value" as discussed further below. Technical review shall take into consideration the following criteria, by a selection committee at the Ministry:

1. Technical Offer: 60 points
2. Financial Offer: 40 points

The Ministry of Information and Communication Technology reserves the right not to select any offer. The Ministry of Information and Communication Technology also assumes no responsibility for costs of bidders in preparing their submissions.

Following completion of the technical review, the relevant cost proposals will be evaluated.

e.   Guarantees

f.   Penalties ?

Section C: PROJECT REQUIRMENTS AND SCOPE

a.   Scope of Work

HM Government of the Hashemite Kingdom of Jordan wants to improve the national economy and create jobs by attracting investment into the ICT sector and promoting the productive use of ICT nationally. To further facilitate national economic development, HM Government wants to streamline the operations of the national administration by introducing effective and efficient management principles and practices.

Vision for ICT in Jordan

A vision for the ICT sector in Jordan was prepared following a workshop, which was held at a Dead Sea resort during September 2000.

> *"An Information and Communications Technology Sector in Jordan in which the free market is given the widest possible scope to contribute to the economic development of the country. It is the policy of the Government of Jordan to play its role by creating the legal, institutional, and commercial environment in which this market is nurtured, grown and sustained."*

The central pillar of the government's program is the creation and effective operation of the Ministry of Information and Communication Technology (MoICT) and a decision has been taken to re-engineer the existing Ministry of Post and Communications to take on new responsibilities in relation to this role.

MoICT Mission

In pursuit of the vision, a draft mission for the Ministry has been created.

The mission of the Ministry is to:

- **Articulate the policy of the Government of Jordan (GoJ) with respect to post, telecommunications, and information technology (IT).**
- Set sound policy, provide government support and work with the private sector to develop information and communications technology (ICT) within Jordan.
- Act as a catalyst to nurture a healthy and competitive market environment that stimulates private investments in the information and telecommunications sectors.
- Be a champion of the Jordanian IT/Telecom industry in the country, the region, and the world; represent Jordan's interests related to posts, telecommunications and IT at international organizations and events.
- Plan, execute and coordinate Jordan's eGovernment strategy in collaboration with other government agencies and serve as an example of effective exploitation of eGovernment.
- Serve as a model for "good governance" through adoption of private sector methods and as a "centre of excellence" for ICT.

Implementation

An "Implementation Plan" for re-engineering the Ministry has been prepared by a previous consultancy. Recommendations contained in the Plan have been implemented by the previous Ministry of Posts and Communications (MoPC) and the new Ministry of Information and Communication Technology (MoICT). Early in 2002, the existing postal employees were transferred out of the Ministry into a new Postal Company, which is to be created and ultimately, the new Ministry will have no responsibility for postal affairs with the exception of deciding postal policy.

The organization of the new Ministry has been drafted and a cadre has been created with donor assistance. This is currently operating alongside the staff which did not transfer to the new postal company as well as new managers and professionals who have been recruited into the Ministry.

In order to ensure consistent and effective operation, the Ministry proposes to introduce by-laws and standard operating procedures (SOP's) to cover all of the routine operations which it is envisaged, the Ministry will carry out. The consultant will be responsible for the preparation of SOPs for all of the routine functions within the new Ministry. Some outline procedures, written in Arabic for the previous ministry, exist and some new procedures in HR Development have been prepared for the new Ministry. The consultants will however, decide on whether and in what way any existing procedures may be incorporated into MoICT SOPs.

Objective of the Consultancy

In keeping with the challenge described above, the consultancy has the following objective:

1.   In consultation with senior managers and professionals at the Ministry, propose changes to existing by-laws to create conditions for more effective operation of the Ministry and create a series of Standard Operating Procedures (SOPs) in relation to the routine operation of the new Ministry of Information and Communication Technology (MoICT). SOP's proposed must not contradict existing laws, by-laws, rules and regulations.

The consultant's task will include but not be limited to creating and documenting (in the English language), by-laws for the Ministry and SOP's in the following areas of activity:

b.   Deliverables

The deliverables include:

-           A report detailing the background, approach, methodology, any
            limitations and lessons learned.

_____

- A bound Handbook entitled "MoICT Standard Operating Procedures" including all instructions, procedures, processes, forms and other documents required to implement the SOPs.
- References to all laws and by-laws which apply to the operations of the Ministry.
- Proposals for changes in by-laws which apply to the Ministry to facilitate implementation of the proposed SOPs and to increase the effectiveness of the organization.

Section D: ANNEXES

Annex a.   Letter of Intent

Request for Proposal LOI

LETTER OF INTENT TEMPLATE
This letter confirms the intent of XYZ Corporation (the organization) to submit a response to the Request for Proposal: _____. The organization agrees to comply with the submission documentation requirements and with the Terms and Conditions set forth in the RFP document. In the event that the organization's response is accepted, the organization will comply with the requirements, as set out in the RFP.

Organization Contact Information:
_____
_____

Primary Contact name and e-mail: _____

The signatory below is an officer of the organization and has the approval and authority to make this commitment on behalf of the organization.

_____ Dated_____

Letters of Intent may be forwarded via FAX to +962-6-5861059. Please mail original to Ministry of Information and Communication Technology) P.O.Box 9903 Amman 11191 Jordan

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Annex b.   Glossary of Terms

Term	Description
RFP	Request For Proposal
MoICT	Ministry of Information and Communication Technology
MoPC	Ministry of Post and Communications
SOPs	Standard Operating Procedures

<div align="right">**Annex 7**</div>

<div align="center">**RECRUITMENT SCHEDULE**</div>

Position	Quarter	Advert	Status
Executive			
Personal Representative for the Minister	First	A,B	Offer
Executive Assistant/Minister's Office	First		
Executive Assistant/Sec General's Office	First		Temp
Legal Advisor	First		
Chief Information Officer	Third		Temp
ICT Promotion			
Director of ICT Promotion	Third		Temp
Head of Business Development	First	B,C,	
Business Development Manager, IT	Third		
Business Development Manager, Telecom	First		
Business Development Manager, Posts	First	C	
Head of Marketing	First		Final int.
Sector Promotion Officer	First		Offer
Event Management Officer			Offer
Head of Public Relations	First	A,C,	
International Representation Office	First		
Government and Internal Relations Officer	Third		
Admin Assistant		C	
Policy and Strategy			
Director of Policy and Strategy	First	A,B,C	Temp
Head of IT Policy	Second	E	
Head of Telecom Policy	Second	E	
Head of Postal Policy	Third	B,E	
Head of Strategic Planning	First	E	
Legal Policy Advisor	Fourth	B,E	
ICT Education Advisor			In Post
Technology/eGovernment			
Director of Technology	Third		Temp
Head of e-Government	Second		Temp
Head of Information Security	Second		
Head of Spectrum Management	Second		
Head of Tech Direction and Standards	Second		
Head of Infrastructure	Second		
Head of Content and Information	Second		
e-Government Project Managers	1st – 3rd	A,C,D	2 in post
Microsoft Support Centre		A	acting
Admin Assistant/Programme Officer		C,D	
Administration and Support			
Director of Administration and Support	First	B	In Post
Head of Human Resource Development	N/S	A,E	
Head of Personnel	N/S		
Head of Finance	N/S		
Head of IT Support	First	A	In Post
Head of Domestic Services	N/S		

Annex 8

Annex 8 is a VHS video-tape of the Ministry presentation which appeared on Jordan Television. The video-tape is held at the AMIR office.

Annex 9
"TOP TEAM" WORKSHOP

a.   Introduction to the Workshop (Minister)
   a.   Vision/Mission

b.   Review of the Past Year
   a.   Minister
   b.   Sec General
   c.   Departments
       i.   Policy and Strategy
      ii.   ICT Promotion
     iii.   EGovernment
      iv.   HRD
             1.   Recruitment
             2.   Management Development
             3.   HR Procedures
                  a.   Recruitment
                  b.   Appointment
                  c.   Induction
                  d.   Appraisal
                  e.   PDP
                  f.   Training Program
-   Lessons from Abroad
-   Achievements
-   Limitations
-   Frustrations
-   Lessons Learned

c.   Team Building Exercise

d.   Global Models

e.   Proposals for the Current Year
   a.   Presentation of Project Plan
   b.   Individual Departmental Presentations

f.   Brainstorming Exercise

Does the current organization at the Ministry fit?

What support do we need from AMIR –
- Training
- Other

g.   Managing for Performance

<div align="right">**Annex 10**</div>

OUTLINE SCOPE OF WORK – INSTITUTIONAL DEVELOPMENT

(Detailed SoW to be agreed in advance of arrival in-country)

I   Specific Challenges Addressed by this Consultancy

Usual preamble

Re-engineering a Government Entity

II   Objective

In keeping with the challenge described above, the consultancy described herein has the following objective: Assist the Minister of Information and Communication Technology in staffing the new ministry. This will consist of an ongoing program to recruit suitable staff, to train them in current management practices, and to create an environment in which each employee is challenged and rewarded in accordance to his/her contribution. The immediate objectives of this consultancy will be to work with the local recruitment agency and to participate actively in the recruitment process from preparation of advertisements to induction of new appointees to the ministry. In addition, Mr Kingston will prepare an outline management development program including a training prospectus and will oversee preparation of training materials.

III Outline Tasks of the Consultant

A.   Background Reading
B.   Background Interviews
C.   Tasks Related to Achieving the Consultancy's objectives

Re-engineering of the previous Ministry of Post and Communications to become The Ministry of Information and Communication Technology (MoICT) has reached a key milestone as, during early 2002, the name of the Ministry will be changed and the status of the new entity confirmed. The Ministry now requires the services of qualified, well-motivated managers and professionals to assume responsibilities. Inputs required during the duration of the project include to continue the recruitment process and to facilitate further development and institutionalisation of the Ministry. Tasks to be performed by the consultant include, but are not limited to the following:

- Recording, maintaining, reviewing and revising the organizational establishment of the Ministry in close collaboration with MoICT senior managers.

- Liasing with MoICT senior managers and HR personnel , Civil Service Bureau professionals, the recruitment agency and others on all issues relating to recruitment of MoICT managers and professionals.
- Overseeing and participating in the MoICT recruitment process and providing guidance for other members of the MoICT recruitment committee including preparation and distribution of publicity material and advertisements, filtering of applications, carrying out interviews, coordinating assessment, checking academic achievements and taking references.
- Overseeing appointment and induction of candidates.
- Creation and implementing a management development program and working with the ICT Education Adviser and others to make management training and other training programmes more appropriate, applicable and accessible to managers and professionals.
- Investigating and analysing HRD requirements at other ministries in Jordan, making recommendations and, where appropriate, overseeing and/or participating in proposed interventions.

Specific Tasks of the Consultancy

Specific tasks for each element of the consultancy will be detailed at least seven days in advance of the start of the consultancy element.

Time Frame for the Consultancy

Unless otherwise specified, the following time frame will govern the timing of the consultancy:

Element	Dates	LOE
1.	1 February – 3 March 2002	27 (25 field+2 travel)
1.	17 March – 28 April 2002	37 (35 field+2 travel)
2.	5 May – 23 June 2002	43 (41 field+2 travel)
3.	14 July – 18 August 2002	31 (29 field+2 travel)
4.	25 Aug – 22 Sept 2002	25 (23 field+2 travel)
5.	6 Oct – 10 Nov 2002	31 (29 field+2 travel)
6.	17 Nov – 22 Dec 2002	31 (29 field+2 travel)
7.	5 Jan - 24 Jan 2003	17 (15 field+2 travel)
Total		**242**